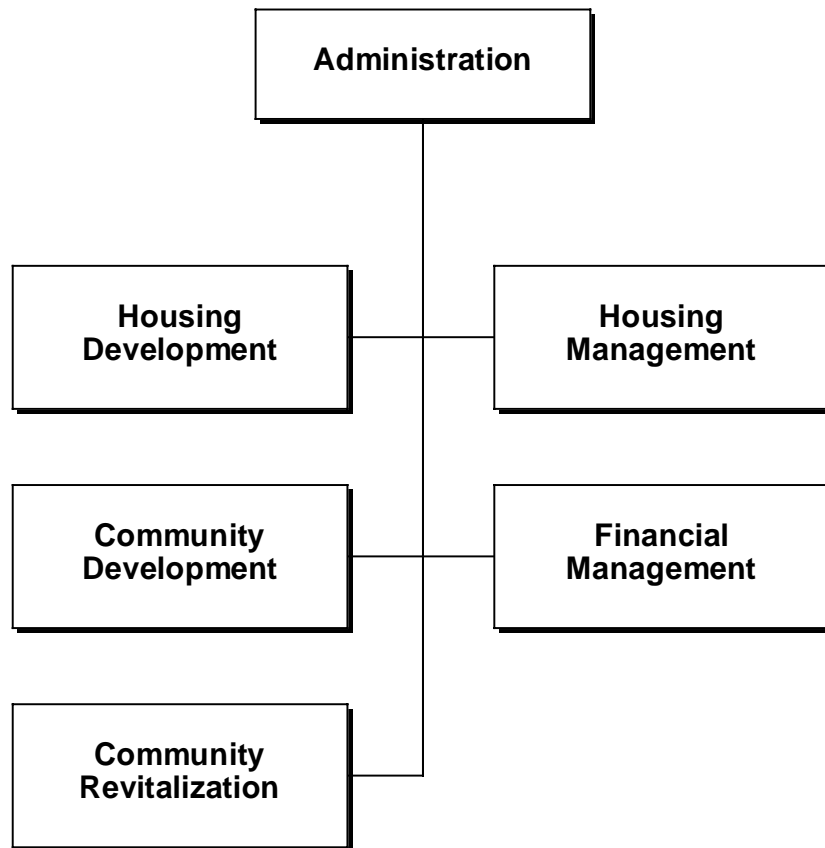


# DEPARTMENT OF HOUSING AND COMMUNITY DEVELOPMENT



# HOUSING AND COMMUNITY DEVELOPMENT PROGRAM OVERVIEW

## *Agency Position Summary*

|     |                   |   |       |                     |
|-----|-------------------|---|-------|---------------------|
| 227 | Regular Positions | / | 226.5 | Regular Staff Years |
| 8   | Grant Positions   | / | 8.0   | Grant Staff Years   |
| 235 | Total Positions   | / | 234.5 | Total Staff Years   |

## *Position Detail Information*

### ADMINISTRATION

#### **General Fund:**

|      |                              |
|------|------------------------------|
| 1    | Director                     |
| 1    | Deputy Director              |
| 1    | H/C Dev. Proj. Adm.          |
| 1    | Management Analyst III       |
| 1    | Info Tech Prog. Mgr. I       |
| 1    | Programmer Analyst I         |
| 1    | Info Tech Technician II      |
| 1    | Administrative Assistant IV  |
| 1    | Administrative Assistant III |
| 1    | Administrative Assistant II  |
| 10   | Positions                    |
| 10.0 | Staff Years                  |

#### **Public Housing:**

|     |                          |
|-----|--------------------------|
| 1   | Network Tele. Analyst II |
| 1   | Programmer Analyst I     |
| 2   | Positions                |
| 2.0 | Staff Years              |

#### **FCRHA:**

|     |                              |
|-----|------------------------------|
| 1   | Fiscal Administrator         |
| 1   | Programmer Analyst II        |
| 1   | Information Officer III      |
| 1   | Information Officer II       |
| 2   | Administrative Assistants IV |
| 6   | Positions                    |
| 6.0 | Staff Years                  |

#### **Section 8:**

|     |                           |
|-----|---------------------------|
| 1   | Network Tele. Analyst III |
| 1   | Programmer Analyst II     |
| 2   | Positions                 |
| 2.0 | Staff Years               |

#### **CDBG:**

|     |                        |
|-----|------------------------|
| 1   | Management Analyst III |
| 1   | Position               |
| 1.0 | Staff Year             |

### HOUSING MANAGEMENT:

#### **General Fund:**

|      |                              |
|------|------------------------------|
| 1    | H/C Dev. Proj. Adm.          |
| 1    | Housing Svcs. Spec. V        |
| 2    | Housing Svcs. Specs. IV      |
| 1    | Housing Svcs. Spec. III      |
| 4    | Housing Svcs. Specs. II      |
| 1    | Housing Svcs. Spec. I        |
| 1    | Vehicle Maint. Coord.        |
| 1    | Warehouse Supervisor         |
| 1    | A/C Equipment Repairer       |
| 1    | Locksmith II                 |
| 2    | Plumbers II                  |
| 1    | Carpenter I                  |
| 1    | Painter I                    |
| 2    | Hmn. Svcs. Assts.            |
| 1    | Housing Manager              |
| 1    | Administrative Assistant III |
| 2    | Administrative Assistants II |
| 24   | Positions                    |
| 24.0 | Staff Years                  |

#### **Elderly Housing Programs:**

|      |                            |
|------|----------------------------|
| 1    | Housing Svcs. Spec. V      |
| 1    | Housing Svcs. Spec. IV     |
| 2    | Housing Svcs. Specs. II    |
| 1    | Housing Svcs. Spec. I      |
| 1    | Sr. Mech. Sys. Supvr.      |
| 1    | Asst. Supvr. Fac. Support  |
| 1    | Electrician II             |
| 4    | Facility Attendants II     |
| 1    | Gen. Bldg. Maint. Wkr. I   |
| 1    | Administrative Assistant V |
| 1    | Maint. Trade Helper II     |
| 15   | Positions                  |
| 15.0 | Staff Years                |

### **Public Housing:**

|      |                                 |
|------|---------------------------------|
| 1    | DHCD Property Mgmt. Supvr.      |
| 1    | Housing Services Specialist V   |
| 1    | Housing Services Specialist IV  |
| 1    | Housing Services Specialist III |
| 7    | Housing Services Specialists II |
| 2    | Hsg. Svcs. Specs. I 1PT         |
| 3    | Senior Maintenance Supervisors  |
| 3    | A/C Equipment Repairers         |
| 2    | Carpenters II                   |
| 1    | Carpenter I                     |
| 1    | Painter I                       |
| 2    | General Bldg. Maint. Workers I  |
| 1    | Administrative Assistant V      |
| 1    | Administrative Assistant IV     |
| 3    | Administrative Assistants II    |
| 1    | Storekeeper                     |
| 1    | Warehouse Worker-Driver         |
| 32   | Positions                       |
| 31.5 | Staff Years                     |

### **Drug Elimination Grant:**

|     |                        |
|-----|------------------------|
| 1   | Management Analyst I G |
| 1   | Hsg. Svcs. Spec. II G  |
| 2   | Positions              |
| 2.0 | Staff Years            |

### **Rental Program:**

|      |                             |
|------|-----------------------------|
| 3    | Hsg. Svcs. Specs. II        |
| 1    | Electrician II              |
| 1    | Engineering Tech. II        |
| 1    | Painter II                  |
| 2    | Painters I                  |
| 1    | Plumber I                   |
| 3    | Gen. Bldg. Maint. Wrkrs. I  |
| 1    | Administrative Assistant IV |
| 1    | Administrative Assistant II |
| 14   | Positions                   |
| 14.0 | Staff Years                 |

# HOUSING AND COMMUNITY DEVELOPMENT PROGRAM OVERVIEW

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## HOUSING MGT. (CONT.):

### **Housing Partnerships:**

|      |                               |
|------|-------------------------------|
| 2    | Hsg. Svcs. Specs. III         |
| 2    | Hsg. Svcs. Specs. II          |
| 2    | Hsg. Svcs. Specs. I           |
| 2    | Refr. & A/C Supvrs.           |
| 2    | Gen. Bldg. Maint. Wrkrs. II   |
| 1    | Carpenter II                  |
| 1    | Plumber I                     |
| 2    | Administrative Assistants III |
| 14   | Positions                     |
| 14.0 | Staff Years                   |

### **Section 8:**

|      |                               |
|------|-------------------------------|
| 2    | Hsg. Svcs. Specs. IV 1G       |
| 3    | Housing Svcs. Specs. III      |
| 19   | Hsg. Svcs. Specs. II 2G       |
| 1    | Human Services Coord. II      |
| 4    | Hmn. Svcs. Assts.             |
| 1    | Administrative Assistant V    |
| 1    | Administrative Assistant IV   |
| 2    | Administrative Assistants III |
| 2    | Administrative Assistants II  |
| 35   | Positions                     |
| 35.0 | Staff Years                   |

### **FCRHA:**

|     |                         |
|-----|-------------------------|
| 1   | Housing Svcs. Spec. III |
| 1   | Housing Svcs. Spec. II  |
| 2   | Positions               |
| 2.0 | Staff Years             |

### **CDBG:**

|     |                         |
|-----|-------------------------|
| 1   | Housing Svcs. Spec. V   |
| 1   | Housing Svcs. Spec. IV  |
| 2   | Housing Svcs. Specs. II |
| 4   | Positions               |
| 4.0 | Staff Years             |

### **Public Housing/Modernization:**

|     |                     |
|-----|---------------------|
| 1   | H/C Developer IV G  |
| 1   | H/C Developer III G |
| 1   | Engineer II G       |
| 3   | Positions           |
| 3.0 | Staff Years         |

## HOUSING DEVELOPMENT

### **General Fund:**

|     |                             |
|-----|-----------------------------|
| 1   | H/C Dev. Proj. Admin.       |
| 1   | H/C Developer IV            |
| 1   | H/C Developer III           |
| 1   | Administrative Assistant IV |
| 4   | Positions                   |
| 4.0 | Staff Years                 |

### **FCRHA:**

|     |                    |
|-----|--------------------|
| 2   | H/C Developers IV  |
| 4   | H/C Developers III |
| 3   | H/C Developers II  |
| 9   | Positions          |
| 9.0 | Staff Years        |

### **CDBG:**

|     |                    |
|-----|--------------------|
| 2   | H/C Developers III |
| 2   | Positions          |
| 2.0 | Staff Years        |

### **HOME:**

|     |                  |
|-----|------------------|
| 1   | H/C Developer IV |
| 1   | Position         |
| 1.0 | Staff Year       |

## FINANCIAL MANAGEMENT

### **General Fund:**

|     |                              |
|-----|------------------------------|
| 1   | Financial Manager            |
| 1   | Fiscal Administrator         |
| 1   | Management Analyst III       |
| 1   | Accountant III               |
| 2   | Accountants II               |
| 1   | Administrative Assistant V   |
| 1   | Administrative Assistant III |
| 1   | Administrative Assistant II  |
| 9   | Positions                    |
| 9.0 | Staff Years                  |

### **Public Housing:**

|     |                               |
|-----|-------------------------------|
| 1   | Chief Actg. Fiscal. Officer   |
| 1   | Accountant II                 |
| 4   | Administrative Assistants III |
| 1   | Administrative Associate      |
| 7   | Positions                     |
| 7.0 | Staff Years                   |

### **CDBG:**

|     |                             |
|-----|-----------------------------|
| 1   | Accountant II               |
| 1   | Administrative Assistant IV |
| 2   | Positions                   |
| 2.0 | Staff Years                 |

### **FCRHA:**

|     |                              |
|-----|------------------------------|
| 2   | Accountants III              |
| 1   | Accountant II                |
| 1   | Administrative Assistant IV  |
| 1   | Administrative Assistant III |
| 5   | Positions                    |
| 5.0 | Staff Years                  |

### **Section 8:**

|     |              |
|-----|--------------|
| 1   | Accountant I |
| 1   | Position     |
| 1.0 | Staff Year   |

## COMMUNITY DEVELOPMENT

### **General Fund:**

|     |                  |
|-----|------------------|
| 1   | H/C Developer IV |
| 1   | H/C Developer I  |
| 2   | Positions        |
| 2.0 | Staff Years      |

### **FCRHA:**

|     |                             |
|-----|-----------------------------|
| 1   | H/C Developer IV            |
| 3   | H/C Developers II           |
| 1   | Management Analyst III      |
| 1   | Administrative Assistant IV |
| 6   | Positions                   |
| 6.0 | Staff Years                 |

### **CDBG:**

|      |                               |
|------|-------------------------------|
| 1    | H/C Dev. Proj. Admin.         |
| 3    | H/C Developers IV             |
| 1    | H/C Developer III             |
| 1    | Maintenance Supervisor        |
| 1    | Painter I                     |
| 1    | Carpenter I                   |
| 1    | Administrative Assistant IV   |
| 2    | Administrative Assistants III |
| 1    | Maint. Trade Helper II        |
| 12   | Positions                     |
| 12.0 | Staff Years                   |

## COMMUNITY REVITALIZATION

### **General Fund:**

|     |                             |
|-----|-----------------------------|
| 1   | H/C Dev. Proj. Admin.       |
| 7   | H/C Developers IV           |
| 1   | Administrative Assistant IV |
| 9   | Positions                   |
| 9.0 | Staff Years                 |

PT Denotes Part-Time Positions  
G Denotes Grant Positions

# HOUSING AND COMMUNITY DEVELOPMENT PROGRAM OVERVIEW

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## Introduction

The Housing Overview section describes the programs and projects operated by the Fairfax County Department of Housing and Community Development (DHCD) and the multiple sources of funds that support these activities.

As a County agency, DHCD undertakes many programs on behalf of the Board of Supervisors. However, DHCD also serves as the administrative arm of the Fairfax County Redevelopment and Housing Authority (FCRHA), a separate legal entity that was established in 1966 pursuant to Chapter 1, Title 36 of the Code of Virginia. FCRHA's roles include planning, design, production, rehabilitation and maintenance of housing, primarily for low- and moderate-income households, and assisting in the revitalization of neighborhoods in Fairfax County. Eleven Commissioners are appointed to the FCRHA for four-year terms by the Board of Supervisors.

The sources supporting DHCD's operations include County funds, General Obligation bonds, Federal grants, private capital and revenue from program operations (e.g. developer fees and rent from tenants of housing owned by the FCRHA and income from repayment of loans). As a result of these multiple, complex funding streams, DHCD has 21 funds. Some funds are appropriated by the Board of Supervisors while others are allocated by the FCRHA. All are included in this budget in order to provide a complete financial overview. These 21 funds encompass all of the operations of DHCD/FCRHA with the exception of several housing developments that are operated by outside management companies under contract with the FCRHA and/or are owned by the FCHRA in partnership with private investors. Separate financial records are maintained for these developments.

Expenditures supporting the DHCD and FCRHA activities are in the amount of \$67,586,337 including \$8,158,248 in General Fund support, \$12,261,207 in other County appropriated funds, and \$47,166,882 in non-County appropriated funds. Total receipts for FY 2003 are anticipated to be \$67,344,606 as shown on the Consolidated Fund Statement. Receipts from Federal/State sources are anticipated to be \$39,509,026, or 58.7 percent, of total funding sources. More detailed descriptions of FY 2003 funding levels may be found in the narratives for each fund following this Overview.

Because DHCD's programs are supported by multiple sources of funds, the Agency Mission and Purpose, Program Goals, Key Accomplishments, FY 2003 Initiatives, and Performance Measures are consolidated in this Overview rather than appearing with each fund. Performance Measures for FY 2003 have been refined by the agency to better reflect the agency's mission and purpose as discussed below. These Performance Measures do not include statistics on the developments which are privately managed and/or owned by partnerships. This Overview also provides summary information on the organization, staffing, and consolidated budget for DHCD.

## Agency Mission

To preserve and increase opportunities for affordable housing in Fairfax County based on need, community priorities, and the policy of the Board of Supervisors and the FCHRA. Driven by a community vision, to lead efforts to revitalize older areas of Fairfax County, to spur private reinvestment, maximize existing infrastructure and public investment, reverse negative perceptions, and create employment opportunities.

## Purpose

DHCD connects with the residents of Fairfax County at their roots – home, neighborhood, and community. All DHCD programs, activities and services revolve around this important link and can be grouped in three service areas: Affordable Housing, Neighborhood Preservation and Revitalization, and Capital Formation and Capacity Building.

Affordable Housing service area supports individuals and families in finding homes that are both safe and affordable.

# HOUSING AND COMMUNITY DEVELOPMENT PROGRAM OVERVIEW

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Neighborhood Preservation and Revitalization service area focuses on preserving and improving neighborhoods. In addition, DHCD links residential and commercial neighbors to revitalize the entire community, and bring new vitality to aging areas.

Capital Formation and Capacity Building service area focuses on development of partnerships with private investors and other public agencies resulting in capital investment and financial support for the DHCD and FCRHA mission.

Highlighted below are the main functions included in each of the service areas. Additional information concerning the goals, accomplishments and key initiatives in each of these areas can be found after this summary.

## **Affordable Housing:**

### **First Time Home Buyers Program and Moderate Income Direct Sales**

This function offers homes at below market prices. These homes are built by private developers and are located within neighborhoods throughout the County. DHCD markets the homes and, in some cases, provides financing assistance to first time homebuyers. Through FY 2001 1,088 homes have been sold to first time homebuyers through these programs.

### **Downpayment and Closing Costs Loans**

This activity assists home buyers in making a downpayment on a home and in covering closing costs.

### **FCRHA Rental Housing**

This function provides housing with rents to fit incomes. It includes properties under the Fairfax County Rental Program (FCRP) for those with modest means as well as properties owned by limited partnerships affiliated with the FCRHA. In addition, it encompasses properties under the Fairfax County Public Housing Program and rental subsidies under the Fairfax County Housing Choice Voucher Program for those with very low incomes. These resources provide housing for over 5,600 low- and moderate- income households.

### **FCRHA Development Activities**

DHCD, in conjunction with the FCRHA, facilitates the development of affordable housing by non-profit and for-profit developers through incentives and financing. DHCD and FCRHA also build and own housing for low- and moderate- income families and individuals, and households with special needs. In addition, FCRHA partners with private investors, through limited partnerships, to develop and operate affordable housing.

### **Elderly Housing**

This activity provides 400 affordable living units at elderly housing properties in the Annandale area, Herndon, the Springfield area, Lincolnia, and McLean. A new senior housing facility in the Mount Vernon area is also under development with occupancy anticipated in Spring 2002.

## **Neighborhood Preservation and Revitalization:**

### **Fairfax County Revitalization Activities**

These activities focus on overseeing preparation and implementation of revitalization strategies in seven designated commercial revitalization areas. They involve planning for a community vision and sense of place, design and creative approaches to redevelopment, marketing of local business, and attracting private development and investment.

### **Home Improvement Loan Program and Home Repair for the Elderly**

These activities provide loans to homeowners (and some landlords) to fix up their properties. In addition, there is a crew to assist elderly homeowners in making minor repairs. In FY 2001, over \$687,000 was lent to homeowners for repairs and improvements to their property and 94 qualifying disabled or elderly homeowners received free repairs.

# HOUSING AND COMMUNITY DEVELOPMENT PROGRAM OVERVIEW

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## **Neighborhood Improvements**

This activity is targeted at preservation and improvement in residential neighborhoods designated under the Community Improvement Program and in designated Conservation and Redevelopment areas. Following a community planning process and adoption of plans, the program also focuses on improvements to street, sidewalk, storm drainage and other infrastructure designed and constructed in conjunction with the Department of Public Works and Environmental Services (DPWES).

## **Blight Abatement**

This activity addresses citizen concerns about specific properties which are abandoned, dilapidated or otherwise unsafe. Efforts are made to encourage property owners to abate identified blight. If these efforts fail, the County may take direct action to repair or demolish the property. Through the end of FY 2001, 133 blighted properties have been abated and 324 are under review.

## **Human Services**

This activity provides resources to the County's non-profit partners through the Consolidated Community Funding Pool (CCFP) for critical human services such as youth programs, housing support services, and services targeted toward the County's immigrant population. A major portion of the funding comes from the Community Development Block Grant (CDBG), administered by DHCD, which also supports CCFP planning and administers contract awards. CCFP provided \$7.7 million in funding for these services in FY 2001.

## **Capital Formation and Capacity Building:**

### **Funding Opportunities**

This activity focuses on identifying and applying for available funding opportunities to leverage and supplement County funds for projects and programs. It includes Federal entitlement grants such as CDBG and HOME Investment Partnership Grant (HOME), other Federal, State and local grants and loans, and private financing.

### **Partnering**

This activity links the FCRHA financing with the private sector (non-profit and for-profit) to generate additional financial resources. Non-profit corporations or limited liability companies formed by the FCRHA partner with private investors to benefit from Federal Low Income Housing Tax Credits to fund FCRHA affordable housing for families and seniors. In addition, FCRHA issues revenue bonds to raise funds from private investors to fund affordable housing and community facilities.

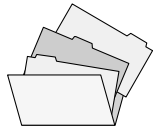
### **Consolidated Plan/Consolidated Community Funding Advisory Committee (CCFAC)**

DHCD provides leadership in developing and implementing the County's annual Consolidated Plan in conjunction with the CCFAC, a citizens' committee. The Consolidated Plan is the required annual application for several entitlement grants to the County from the U.S. Department of Housing and Urban Development (HUD) which provided about \$8.1 million for local housing and community development programs in FY 2001.

These service areas encompass all of the activities of the 21 DHCD funds. The total FY 2003 Adopted Budget Plan of \$67.6 million can be distributed to these service areas and the general costs of running the department. The Affordable Housing Service Area utilizes approximately \$45.2 million of this total while the combined Neighborhood Preservation and Revitalization and Capital Formation and Capacity Building Service Areas total approximately \$14.6 million. The balance of approximately \$7.8 million funds general support of DHCD. It should be noted that many of the functional areas of DHCD cross these service areas so an exact allocation to the service areas is not possible. The *FY 2002 Revised Budget Plan* for DHCD totals \$125.4 million. The decrease of \$57.8 million in FY 2003 is primarily due to the fact that many of the projects in the Neighborhood Preservation and Revitalization and Capital Formation and Capacity Building Service Areas are funded on a multi-year basis. Previously allocated balances have been carried over into FY 2002 to allow for continuation of the projects.

# HOUSING AND COMMUNITY DEVELOPMENT PROGRAM OVERVIEW

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## Affordable Housing Service Area

### Goal

To implement the Board of Supervisors' Affordable Housing Goal that "opportunities should be available to all who live or work in Fairfax County to purchase or rent safe, decent, affordable housing within their means." This goal will be achieved through providing development, technical assistance and financing services in conjunction with the FCRHA and both for-profit and non-profit community partners; managing and maintaining quality affordable rental housing; administering rental housing subsidies in accordance with Federal regulations and local policies; and providing homeownership opportunities to eligible households.

### Key Accomplishments

- ◆ In conjunction with Northern Virginia Building Industry Association (NVBIA) and private partners, developed a site for 80 townhomes for sale to first time homebuyers. By January 1, 2002, all units will be sold and occupied.
- ◆ Developed a new downpayment and closing cost assistance program, using Community Development Block Grant funds in cooperation with private partners, to help moderate-income households purchase their first home.
- ◆ Implemented a homeownership education program for prospective buyers in the First Time Homebuyers program and for owners of Affordable Dwelling Units (ADU).
- ◆ Sponsored a "build" day with Habitat for Humanity to assist in the construction of 18 townhomes that will be sold to low income households.
- ◆ Applied for and received 278 new HUD housing choice vouchers in FY 2000, which will provide more than \$2,000,000 dollars annually in rental assistance to Fairfax County residents in need of affordable housing.
- ◆ Implemented a new marketing campaign designed to improve community awareness of the role played by Housing Choice Voucher programs in addressing community needs and also to recruit new landlords for participants in the program.
- ◆ Completed and leased-up 60 additional independent living apartments for the elderly in FY 2001, joining 60 previously completed and occupied units at Herndon Harbor House. An adult day health care center was completed and opened at this site concurrent with residential units. Construction of another 60 units in the Mt. Vernon District is scheduled for completion in FY 2002.
- ◆ Added 186 units, in partnership with private developers, to the affordable housing supply in the County in FY 2001 (156 for sale to first time homebuyers and 30 for rent) under the ADU program administered by DHCD.
- ◆ Implemented the Affordable Housing Partnership Program (AHPP) to utilize \$2,000,000 appropriated by the Board of Supervisors in FY 2001 to preserve and expand the County's affordable housing stock. Closed on the first construction loan to a non-profit organization to assist in the construction of townhomes for first time homebuyers and one predevelopment loan to support the development of special needs housing.
- ◆ Signed a development agreement with INOVA/Sunrise and leased land for the development of the first affordable assisted living housing in Virginia at Little River Glen II. The INOVA/Sunrise partnership competed for and was awarded Federal housing tax credits that will provide a portion of the funding for this development.

# HOUSING AND COMMUNITY DEVELOPMENT PROGRAM OVERVIEW

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- ◆ Completed the renovation of 83 Public Housing units at two sites in FY 2001. This work improved exterior appearance, repaired or replaced building components, and enhanced livability for residents.
- ◆ Applied successfully, in partnership with a local non-profit, Psychiatric Rehabilitation Services, for a new HUD housing grant which will provide innovative residential support services to disabled Fairfax County citizens participating in the Section 8 and Public Housing programs.
- ◆ Initiated a Management Study designed to improve effectiveness and efficiency in the Housing Choice Voucher, Public Housing and FCRP programs and implemented an internal Management Effectiveness Rating System in the FCRP, Elderly, and Homeownership programs,
- ◆ Participated in Volunteerfest 2001, at which approximately 2,000 volunteers worked on improvements at 18 housing sites.
- ◆ Won recognition both locally and nationally for housing program development and operation, including:
  - A Community Partner Award from Wesley Housing, a non-profit community based organization, for assistance in meeting their goals of expanding opportunities for low-income families.
  - An Award of Merit from the National Association of Housing and Redevelopment Officials (NAHRO) for DHCD's "Landlord Briefing Program" (FY 2000).
  - A HUD "Best Practices Award of Excellence" for DHCD's Compliance and Community Regulations program, recognizing its innovative efforts to enforce program regulations and provide outreach to the public. The same program received a NAHRO "National Award of Merit in Program Innovation." Both awards were achieved through a national competition (1999).

## FY 2003 Initiatives

- ◆ Expand affordable homeownership opportunities by:
  - Exploring the feasibility of a pilot program designed to assist 10 disabled individuals become homeowners.
  - Continuing the implementation of a pilot program to enable households participating in the HUD Housing Choice Voucher Program to use this subsidy to purchase a home rather than renting. It is estimated that five participants will purchase homes during FY 2003.
  - Facilitating a public-private partnership for development of 17 lots with townhouses for sale to first time homebuyers.
  - Assisting Habitat for Humanity in completing the second phase of construction of homes for low-income first time homebuyers on property acquired from the FCRHA.
  - Continuing the administration of the downpayment and closing cost assistance program. Based on current market conditions, it is estimated that 15 second trust loans will be closed during FY 2003.
- ◆ Continue planning and pre-development activities on the site selected for the Magnet Housing Program. Continue efforts to establish a working relationship with several large employers in Fairfax County. Magnet Housing is designed to create a living/learning environment tied to job skills. The goal is to link affordable housing with education and skills development, and employers providing apprenticeships and jobs.

# HOUSING AND COMMUNITY DEVELOPMENT PROGRAM OVERVIEW

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- ◆ Expand AHPP by awarding funds needed to develop or preserve affordable housing in the County, and monitor implementation. Seek out and support new organizations to participate in the program.
- ◆ Continue to assist a non-profit with development of a concept plan for up to 75 independent living units for the elderly and the development of 25 units for persons with disabilities. Assistance is in the form of an additional AHPP loan or technical assistance.
- ◆ Increase affordable living facilities available for senior citizens and persons with disabilities by:
  - Supporting efforts to replace the existing assisted living facility for very low-income elderly residents at Birmingham Green (the District Home) by preparing an application for HUD Section 202 funds as part of the projected financing.
  - Assisting INOVA/Sunrise to initiate construction of a new 60-bed affordable assisted living project at Little River Glen II in the Annandale area.
  - Completing plans for an expansion of an existing facility in the McLean area with new assisted living units.
  - Identifying a site for 24 units of independent living for the elderly in the McLean area in conjunction with a revitalization initiative.
- ◆ Rehabilitate and modernize 275 Public Housing units at five sites under the Comprehensive Grant Program and 48 Fairfax County Rental Program (FCRP) units.
- ◆ Implement Project-Based Voucher Program, a new initiative that the FCRHA will use to convert 278 tenant-based vouchers to site specific vouchers. These vouchers will support FCRHA strategic initiatives such as making transitional housing, elderly housing, and other types of housing both feasible and affordable.
- ◆ Reduce management and maintenance costs of FCHRA-owned housing in specific expense areas without sacrificing service quality, and seek additional or new funding sources to increase service where needed.
- ◆ Update the HUD Annual Plan for Public Housing to include the resident survey follow-up plan and solicit recommendations from the community, the FCRHA, and the Resident Advisory Council on Plan revisions.
- ◆ Continue to improve appropriate assessment rating systems for the FCRP, Elderly Housing and Services, and Homeownership Programs.

## Performance Measurement Results

Five Performance Measures are associated with the Affordable Housing Service Area.

**Public Housing:** In FY 2001, the Public Housing program continued to provide high quality housing to nearly 3,000 Fairfax County residents, and maintained a high utilization of 99 percent. Agency indicators in nearly every area of the Public Housing Assessment System (PHAS) are rated very highly, resulting in an overall PHAS rating of 91.4 percent in FY 2000. Cost per client increased in FY 2002 and FY 2003 due to increased operational costs throughout the program.

# HOUSING AND COMMUNITY DEVELOPMENT PROGRAM OVERVIEW

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Fairfax County Rental Program (FCRP): In FY 2001, DHCD used a new tool developed by the Housing Management Division to assess and track results in this program. Based on this new tool the Housing Management Division was able to distinguish what sections of the program needed more attention to achieve safe, affordable housing for the residents of Fairfax County. For the first time, participants in the program were surveyed as to their satisfaction with management and maintenance services, as well as property conditions and safety, and more than 80 percent of the responses indicated that residents were satisfied or very satisfied. Occupancy remained at nearly 98 percent. Cost per client increased due to some project costs being carried over from FY 2000 for Stonegate and Murraygate as well as increased operational costs throughout the program.

**Section 8:** In FY 2001, performance measurement goals are anticipated to meet the targeted outcome of an 80 percent score in the initial year that the Section 8 program was measured under a federal assessment called Section 8 Management Assessment Program, or SEMAP. A higher performance in this indicator is hampered by the difficulty in fully utilizing the program, as 25 percent of voucher participants have been unsuccessful in their housing search, leading to overall program utilization rates of 88-95 percent. Several initiatives have been put in place to increase those success rates, with the goal being to achieve a stable 95 percent utilization in FY 2002, and at least 97 percent utilization in FY 2003. However, we must note that the program is market-driven, and if vacancy rates continue to hover at less than 2 percent, gains in utilization may be difficult to achieve. The rise in cost per client is due to having special allocations for mainstream housing for persons with disabilities. This means that the program served more households composed of single persons. DHCD anticipates serving larger family units in FY 2002 and FY 2003, which will lower the cost per client.

**Elderly Housing:** In FY 2001, 40 seniors moved into DHCD managed senior housing sites. Utilizing County dollars, apartment rent revenue, Federal HOME subsidy monies and Virginia Medicaid Auxiliary Grant funds, this program has sustained strong occupancy rates of approximately 98 percent in both FY 2000 and FY 2001. The reason for the decrease in the clients housed is due to less resident turnover. Less turnover is the result of two significant factors: 1) The County Share Care program provides on-site services which allows some residents to age-in-place and thus prolong their stay in independent housing. 2) At the opposite end, some residents are staying longer than desirable in independent housing because there are inadequate numbers of affordable housing units available. This results in decreased opportunity to offer units to more than one client during the fiscal year.

**Homeownership:** The Output of new and resale units varies from year to year due to a variety of factors outside of departmental control. In FY 2001, 253 first time homebuyers achieved homeownership utilizing DHCD programs. This increase over the estimate of 117 is primarily attributable to 79 units being built/sold at Founders Ridge, a one-time event. In FY 2001, service delivery was measured for the first time through a survey of clients. It resulted in a very high rating, significantly higher than projected (99 percent versus 75 percent projected). Therefore, the revised service delivery projection for FY 2002 and FY 2003 is 95 percent. Additionally, a homeownership education component was added to the program.

## Objectives

- ◆ To obtain a Public Housing Assessment System (PHAS) rating of 80 percent or better in the categories of vacant unit turnaround time, capital fund administration, work order completion, security, unit inspections, self-sufficiency, and resident satisfaction. **(Public Housing)**
- ◆ To obtain a Program Assessment rating of 80 percent or better in the categories of vacant unit turnaround time, work order completion, security, unit inspections, self-sufficiency and resident satisfaction. **(Fairfax County Rental Program)**
- ◆ To obtain a Section 8 Management Assessment rating of 80 percent or better in the categories of timeliness and quality of inspections, rent calculations, lease-ups, contract enforcement as well as in nine other areas specified by HUD. **(Section 8)**

# HOUSING AND COMMUNITY DEVELOPMENT PROGRAM OVERVIEW

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- ◆ To obtain a Program Assessment rating of 80 percent or better in the categories of vacant unit turnaround time, work order completion, security, unit inspections, tenant services, and resident satisfaction. **(Elderly Housing and Services)**
- ◆ To obtain a Program Assessment rating of 95 percent or better on indicators addressing sales rate, foreclosures, and rate of participation. **(Homeownership)**

## ***Service Area: Affordable Housing, Function - Public Housing***

### **Performance Indicators**

| Indicator                      | Prior Year Actuals |                |                         | Current Estimate | Future Estimate |
|--------------------------------|--------------------|----------------|-------------------------|------------------|-----------------|
|                                | FY 1999 Actual     | FY 2000 Actual | FY 2001 Estimate/Actual | FY 2002          | FY 2003         |
| <b>Output:</b>                 |                    |                |                         |                  |                 |
| Clients housed                 | NA                 | 2,922          | 2,922 / 2,899           | 2,899            | 2,899           |
| <b>Efficiency:</b>             |                    |                |                         |                  |                 |
| Cost per client                | NA                 | \$1,864        | \$2,020 / \$1,967       | \$2,093          | \$2,156         |
| <b>Service Quality:</b>        |                    |                |                         |                  |                 |
| Occupancy Rate                 | NA                 | 99%            | 99% / 99%               | 99%              | 99%             |
| <b>Outcome:</b>                |                    |                |                         |                  |                 |
| HUD's PHAS rating <sup>1</sup> | NA                 | 91.4%          | 80.0% / NA              | 85.0%            | 86.0%           |

<sup>1</sup> This rating covers the fiscal year and is awarded within six months at the end of the fiscal year. The FY 2001 rating has not been received.

## ***Service Area: Affordable Housing, Function - Fairfax County Rental Program (FCRP)***

### **Performance Indicators**

| Indicator               | Prior Year Actuals |                |                         | Current Estimate | Future Estimate |
|-------------------------|--------------------|----------------|-------------------------|------------------|-----------------|
|                         | FY 1999 Actual     | FY 2000 Actual | FY 2001 Estimate/Actual | FY 2002          | FY 2003         |
| <b>Output:</b>          |                    |                |                         |                  |                 |
| Clients housed          | NA                 | 2,187          | 2,187 / 2,046           | 2,046            | 2,046           |
| <b>Efficiency:</b>      |                    |                |                         |                  |                 |
| Cost per client         | NA                 | \$2,119        | \$2,377 / \$2,641       | \$2,871          | \$2,957         |
| <b>Service Quality:</b> |                    |                |                         |                  |                 |
| Occupancy Rate          | NA                 | 98.0%          | 98.0% / 97.6%           | 98.0%            | 98.0%           |
| <b>Outcome:</b>         |                    |                |                         |                  |                 |
| FCRP Assessment Rating  | NA                 | NA             | 75% / 82%               | 82%              | 88%             |

# HOUSING AND COMMUNITY DEVELOPMENT PROGRAM OVERVIEW

## *Service Area: Affordable Housing, Function – Section 8*

### Performance Indicators

| Indicator                   | Prior Year Actuals |                |                         | Current Estimate | Future Estimate |
|-----------------------------|--------------------|----------------|-------------------------|------------------|-----------------|
|                             | FY 1999 Actual     | FY 2000 Actual | FY 2001 Estimate/Actual | FY 2002          | FY 2003         |
| <b>Output:</b>              |                    |                |                         |                  |                 |
| Clients housed <sup>1</sup> | NA                 | 8,570          | 8,870 / 8,869           | 9,319            | 9,448           |
| <b>Efficiency:</b>          |                    |                |                         |                  |                 |
| Cost per client             | NA                 | \$2,702        | \$2,909 / \$2,712       | \$2,589          | \$2,563         |
| <b>Service Quality:</b>     |                    |                |                         |                  |                 |
| Utilization rate            | NA                 | 88%            | 94% / 95%               | 95%              | 97%             |
| <b>Outcome:</b>             |                    |                |                         |                  |                 |
| SEMAP rating <sup>2</sup>   | NA                 | NA             | 75% / NA                | 80%              | 85%             |

<sup>1</sup> Clients housed includes Section 8 vouchers and new construction. In FY 2002 an additional 313 new vouchers were provided.

<sup>2</sup> SEMAP's (Section Eight Management Assessment Program) rating period is for the prior fiscal year and the rating is awarded within six months of the end of the fiscal year.

## *Service Area: Affordable Housing, Function - Elderly Housing*

### Performance Indicators

| Indicator                               | Prior Year Actuals |                |                         | Current Estimate | Future Estimate |
|---|--------------------|----------------|-------------------------|------------------|-----------------|
|   | FY 1999 Actual     | FY 2000 Actual | FY 2001 Estimate/Actual | FY 2002          | FY 2003         |
| <b>Output:</b>                          |                    |                |                         |                  |                 |
| Clients housed                          | NA                 | 250            | 250 / 225               | 225              | 225             |
| <b>Efficiency:</b>                      |                    |                |                         |                  |                 |
| Cost per client <sup>1</sup>            | NA                 | \$12,107       | \$13,617 / \$12,382     | \$13,774         | \$13,878        |
| <b>Service Quality:</b>                 |                    |                |                         |                  |                 |
| Occupancy rate                          | NA                 | 97%            | 98% / 98%               | 98%              | 98%             |
| <b>Outcome:</b>                         |                    |                |                         |                  |                 |
| Elderly Program Assessment <sup>2</sup> | NA                 | NA             | 75% / 82%               | 82%              | 88%             |

<sup>1</sup> Includes staff costs incurred in monitoring other privately managed properties.

<sup>2</sup> A new assessment tool has been developed which has a score up to 100% and covers the preceding fiscal year.

# HOUSING AND COMMUNITY DEVELOPMENT PROGRAM OVERVIEW

*Service Area: Affordable Housing, Function - Homeownership*

## Performance Indicators

| Indicator   | Prior Year Actuals |                |                         | Current Estimate | Future Estimate |
|---|--------------------|----------------|-------------------------|------------------|-----------------|
|   | FY 1999 Actual     | FY 2000 Actual | FY 2001 Estimate/Actual | FY 2002          | FY 2003         |
| <b>Output:</b>                                      |                    |                |                         |                  |                 |
| First time homebuyers                               | 153                | 114            | 117 / 253               | 160              | 160             |
| <b>Efficiency:</b>                                  |                    |                |                         |                  |                 |
| Cost per new homeowner                              | \$388              | \$521          | \$545 / \$470           | \$566            | \$566           |
| <b>Service Quality:</b>                             |                    |                |                         |                  |                 |
| Participant satisfaction survey scores <sup>1</sup> | NA                 | NA             | 75% / 99%               | 95%              | 95%             |
| <b>Outcome:</b>                                     |                    |                |                         |                  |                 |
| Assessment rating <sup>2</sup>                      | NA                 | NA             | 75% / 99%               | 95%              | 95%             |

<sup>1</sup> This score was converted from a 16 point scale based on total number of responses to a percentage scale based on the number of responses to the total number of survey questions.

<sup>2</sup> A new program assessment tool was developed to rate the program effectiveness.



## Neighborhood Preservation and Revitalization Service Area

### Goal

To preserve and improve the quality of life in older, stable residential and commercial areas of the County, and to provide services targeted to the needs of the County's lower income residents.

### Key Accomplishments

- ◆ Facilitated the demolition or rehabilitation of 34 blighted properties throughout the County.
- ◆ Assisted 131 low- and moderate- income, elderly, or disabled homeowners with the rehabilitation and repair of their homes.
- ◆ Completed street and drainage improvements in the Ballou Community Improvement Area. Construction is underway in the Mount Vernon Manor Community Improvement area. Completed design and construction of streetscape improvements in the Merrifield Revitalization Area and the installation of a sign program in the Springfield Revitalization District with assistance from DPWES.
- ◆ Initiated extensive predevelopment work to plan and test the feasibility for a Town Center Development in Springfield. This has included major efforts with the local revitalization organization, Central Springfield Area Revitalization Council (C-SPARC), the community and property owners to develop and recommend changes to the Comprehensive Plan. Preliminary interpretive design schemes have been prepared and an in-depth market analysis has been completed. Early assessment of parking needs and alternative means to fund or finance the parking is underway.
- ◆ A concerted effort has been underway to validate the feasibility of a Town Center development at Kings Crossing in the Richmond Highway revitalization district. This has included an in-depth market analysis and conceptual design options.

# HOUSING AND COMMUNITY DEVELOPMENT PROGRAM OVERVIEW

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- ◆ Revitalization districts, as well as particular revitalization projects, have been marketed through the preparation of brochures and other materials. A brochure highlighting Richmond Highway was completed and printed with the assistance of the Southeast Fairfax Development Corporation and the Fairfax County Economic Development Authority. A restaurant guide and business directory was completed for the Baileys Crossroads area with the help of the Bailey's Crossroads Revitalization Committee. A marketing brochure for Kings Crossing is under development.
- ◆ A work session was conducted to generate design ideas and concepts for the proposed widening of Richmond Highway. The results of the meeting were included in comments submitted to VDOT.
- ◆ In conjunction with the Town of Herndon, DHCD sought and secured a developer to purchase FCRHA-owed and adjacent property and to redevelop the two sites according to the Town's Fortnightly Neighborhood Redevelopment Plan.
- ◆ Coordinated development and establishment of the Façade Improvement Program for the Richmond Highway Corridor.
- ◆ In conjunction with a community task force, developed comprehensive plan amendments for Merrifield that have been adopted. These plan revisions will facilitate realization of the community vision for this area.
- ◆ Provided public sector support for community revitalization efforts by coordinating the approval of a Memorandum of Understanding between the Board of Supervisors and the Reston Historic Trust to distribute funds to the community organization for revitalization efforts in Reston.
- ◆ Implemented the second year of the first multi-year awards process (for FY 2001–FY 2002) through the Consolidated Community Funding Pool (CCFP).
- ◆ Made available \$7.7 million in funding through the CCFP in FY 2001 for 81 programs providing services to meet identified needs, and supporting affordable housing preservation and development by the non-profit community.
- ◆ Completed Request for Proposal award process for the County's new Nonprofit Organizational Development Initiative.

## FY 2003 Initiatives

- ◆ Complete the second cycle of multi-year funding awards through the CCFP for FY 2003–FY 2004, contingent upon approval by the Board of Supervisors.
- ◆ Manage the contract for and implementation of the County's new Nonprofit Organizational Development Initiative that will assess and provide technical assistance for up to 52 nonprofit community-based organizations.
- ◆ Complete planned public improvements in two Conservation and/or Community Improvement Program Areas and continue streetscape improvements in five revitalization districts with assistance from DPWES.
- ◆ Negotiate and manage contracts with nonprofits for performance of funded programs through the CCFP and continue training and technical assistance in building their capacity.
- ◆ Provide assistance to 135 low- and moderate- income, elderly, or disabled homeowners to rehabilitate or repair their homes.
- ◆ Provide for the abatement of 40 blighted properties in the County.

# HOUSING AND COMMUNITY DEVELOPMENT PROGRAM OVERVIEW

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- ◆ Assist private developers with two key projects in revitalization areas.
- ◆ Expand the Façade Improvement Program into one additional revitalization district.
- ◆ Advance selected, funded capital reinvestment projects in four revitalization areas.

## Performance Measures Results

There are two Performance Measures associated with the Neighborhood Preservation and Blight Program.

**Blight Abatement:** Prior performance indicators for the new Blight Abatement Program estimated a finite number of blighted properties in the County and thus projected a decline in the number of blighted properties over time. However, due to the aging of the building stock in the County and the limited staff working on this program, blight abatement activities cannot keep up with the increased reporting of cases as citizens have become more aware of the program and the continuing number of properties becoming blighted. Therefore, the number of blighted properties identified is rising slightly each year rather than declining.

**Revitalization:** Performance indicators show the cost per area managed increased from an FY 2001 actual cost of \$15,114 to an estimated cost of \$20,972 in FY 2002. As the revitalization staff is increasing in FY 2002 and the number of programs remains nearly constant, the cost per area managed is estimated to increase. The performance indicators for cost per managed area are projected to fall again in FY 2003 to \$17,976 since the number of staff will remain constant while the number of programs is expected to rise. Due to the limited number of staff to date, surveys have not been conducted to assess the service quality.

## Objectives

- ◆ To increase community satisfaction with County programs, projects and services in revitalization areas with a target of 95 percent.
- ◆ To prevent a net increase in the number of blighted properties throughout the County.

***Service Area: Neighborhood Preservation and Revitalization, Function - Blight Abatement***

## Performance Indicators

| Indicator  | Prior Year Actuals |                |                         | Current Estimate | Future Estimate |
|--|--------------------|----------------|-------------------------|------------------|-----------------|
|  | FY 1999 Actual     | FY 2000 Actual | FY 2001 Estimate/Actual | FY 2002          | FY 2003         |
| <b>Output:</b>   |                    |                |                         |                  |                 |
| Blighted properties identified <sup>1</sup>  | NA                 | 301            | 301 / 335               | 345              | 355             |
| <b>Efficiency:</b>   |                    |                |                         |                  |                 |
| Cost per property abated   | NA                 | \$2,018        | \$2,122 / \$2,809       | \$3,393          | \$3,393         |
| <b>Service Quality:</b>  |                    |                |                         |                  |                 |
| Percent of abated properties where abatement was accomplished through voluntary actions of owners without direct County action | NA                 | 93%            | 98% / 100%              | 97%              | 97%             |

# HOUSING AND COMMUNITY DEVELOPMENT PROGRAM OVERVIEW

| Indicator  | Prior Year Actuals |                |                         | Current Estimate | Future Estimate |
|--|--------------------|----------------|-------------------------|------------------|-----------------|
|  | FY 1999 Actual     | FY 2000 Actual | FY 2001 Estimate/Actual | FY 2002          | FY 2003         |
| <b>Outcome:</b>  |                    |                |                         |                  |                 |
| Percent change of blighted properties in the County <sup>1</sup> | NA                 | 0%             | 0% / 12%                | 3%               | 3%              |

<sup>1</sup> In any given year, additional properties are referred to the blight program and added to the blighted property inventory. Although a portion of the currently identified blighted properties are abated during the year, the number has increased due to limited staff assigned to the program and the number of blighted property referrals.

## ***Service Area: Neighborhood Preservation and Revitalization, Function - Revitalization***

### **Performance Indicators**

| Indicator   | Prior Year Actuals |                |                         | Current Estimate | Future Estimate |
|---|--------------------|----------------|-------------------------|------------------|-----------------|
|   | FY 1999 Actual     | FY 2000 Actual | FY 2001 Estimate/Actual | FY 2002          | FY 2003         |
| <b>Output:</b>  |                    |                |                         |                  |                 |
| Revitalization programs, projects, geographic areas managed                               | NA                 | NA             | 24 / 24                 | 36               | 42              |
| <b>Efficiency:</b>  |                    |                |                         |                  |                 |
| Cost per area managed   | NA                 | NA             | NA / \$15,114           | \$20,972         | \$17,976        |
| <b>Service Quality:</b>   |                    |                |                         |                  |                 |
| Community satisfaction with County programs and projects measured by survey (1-100 scale) | NA                 | NA             | NA / NA                 | NA               | NA              |
| <b>Outcome:</b>   |                    |                |                         |                  |                 |
| Percent change in community satisfaction  | NA                 | NA             | NA / NA                 | NA               | NA              |



## **Capital Formation and Capacity Building Service Area**

### **Goal**

To pursue partnerships with investors, the philanthropic community, and State and Federal government that will result in capital investment and financial support for the DHCD and FCRHA mission. In addition, to enhance the potential for successful development and preservation by helping to increase the number of viable development organizations, and assisting these organizations in increasing their development capacity.

### **Key Accomplishments**

- ◆ Prepared the County's Annual Action Plan for the Consolidated Plan for FY 2001, which was adopted by the Board of Supervisors in April 2001. This plan is the basis for the award of over \$6 million in Community Development Block Grant funds, over \$1.8 million in HOME Investment Partnership Grant funds, over \$200,000 in Emergency Shelter Grants and \$180,000 in HOPWA funds from HUD.
- ◆ Awarded \$7.7 million from the Community Funding Pool to support non-profit organizations that provide critical human services in the County.

# HOUSING AND COMMUNITY DEVELOPMENT PROGRAM OVERVIEW

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- ◆ Began implementation of the Nonprofit Organizational Development Initiative that will provide technical assistance to strengthen non-profit development organizations.
- ◆ Obtained \$462,500 in federal EDI Special Project Funds through HUD for neighborhood improvement activities.
- ◆ Closed on the award of approximately \$240,000 from the Federal Home Loan Bank Board's Affordable Housing Program.
- ◆ Successfully applied for a new allocation resulting in an increase in the award of housing tax credits for the Gum Springs senior housing and initiated tax credit syndication that is expected to yield \$3.3 million in equity investment for this development. Initiated the permanent financing for the senior housing and day care center.
- ◆ Assisted in preparing the application for award of housing tax credits for assisted living units at Little River Glen II.
- ◆ Received \$1,914,687 in HUD Comprehensive Grant funds in FY 2002 for the renovation and improvement of Public Housing units.
- ◆ Financed over \$730,000 in loans to low-income families through the Home Improvement Loan Program in FY 2001.

## FY 2003 Initiatives

- ◆ Obtain funding through the Federal Section 108 Loan Program, and/or EDI, to finance revitalization activities.
- ◆ Facilitate the preparation of the Consolidated Plan One-Year Action Plan for FY 2003 by the Consolidated Community Funding Advisory Committee, and process it through public review and approval by the Board of Supervisors and HUD.
- ◆ Pursue additional funding for affordable housing projects through the Federal Home Loan Bank Board.
- ◆ Facilitate the submission of application(s) for Tax Credits for one or more projects in Fairfax County.
- ◆ Expand and formalize technical assistance provided to non-profits seeking to develop affordable housing.
- ◆ Expand capital funds available to support affordable housing by completing the sale of the Chain Bridge Gateway property.
- ◆ Finance, through Bond Anticipation Notes and Lease Revenue Bonds, the Herndon Harbor Senior Center.
- ◆ Complete the permanent financing and tax credit syndication for Gum Springs Elderly.
- ◆ Complete the permanent financing for the Gum Springs Day Care Center.
- ◆ Establish a \$1.0 million Preservation Loan Fund.
- ◆ Establish Façade Improvement financing incentives for the Richmond Highway Revitalization area.
- ◆ Establish a Revitalization Loan Pool.

# HOUSING AND COMMUNITY DEVELOPMENT PROGRAM OVERVIEW

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- ◆ Establish a Revitalization Predevelopment Loan Program.
- ◆ Establish a Child Care Grant Program.

## Performance Measures Results

DHCD was successful in obtaining \$240,000 during FY 2001 from the Federal Home Loan Bank for the Gum Springs Glen senior affordable housing. This loan amounted to a 3 percent achieved outcome versus the projected 5 percent outcome of obtaining non-entitlement funding as a percent of entitlement funding (\$8.2 million) for FY 2001. However, during FY 2001, Federal Economic Development Initiative (EDI) special project funds were requested and grant awards were received after the end of FY 2001. The EDI special projects awards will be reflected as part of the FY 2002 outcome for this service area. The total funding (Federal entitlement amount) projected for FY 2003 is reduced due to notification of a 2 percent cut in the annual award.

## Objectives

- ◆ To obtain non-entitlement funding for housing, neighborhood improvement, revitalization, and public service in an amount equal to a minimum of five percent of entitlement funds.

### *Service Area: Capital Formation and Capacity Building*

## Performance Indicators

| Indicator  | Prior Year Actuals |                |                           | Current Estimate | Future Estimate |
|--|--------------------|----------------|---------------------------|------------------|-----------------|
|  | FY 1999 Actual     | FY 2000 Actual | FY 2001 Estimate/Actual   | FY 2002          | FY 2003         |
| <b>Output:</b>   |                    |                |                           |                  |                 |
| Total funding obtained   | NA                 | \$8,665,500    | \$8,631,000 / \$8,460,000 | \$9,117,150      | \$8,959,650     |
| <b>Efficiency:</b>   |                    |                |                           |                  |                 |
| Cost per dollar obtained   | NA                 | \$.0392        | \$.0430 / \$.0393         | \$.0426          | \$.0410         |
| <b>Service Quality:</b>  |                    |                |                           |                  |                 |
| Percent of public testimony or written comments supportive of funding applications   | NA                 | NA             | 90% / 100%                | 90%              | 90%             |
| <b>Outcome:</b>  |                    |                |                           |                  |                 |
| Non-entitlement funding obtained annually for housing, neighborhood improvement, revitalization, and public service as a percent of entitlement funding. | NA                 | 5.6%           | 5.0% / 3.0%               | 5.0%             | 5.0%            |

# HOUSING AND COMMUNITY DEVELOPMENT PROGRAM OVERVIEW

## CONSOLIDATED FUND STATEMENT

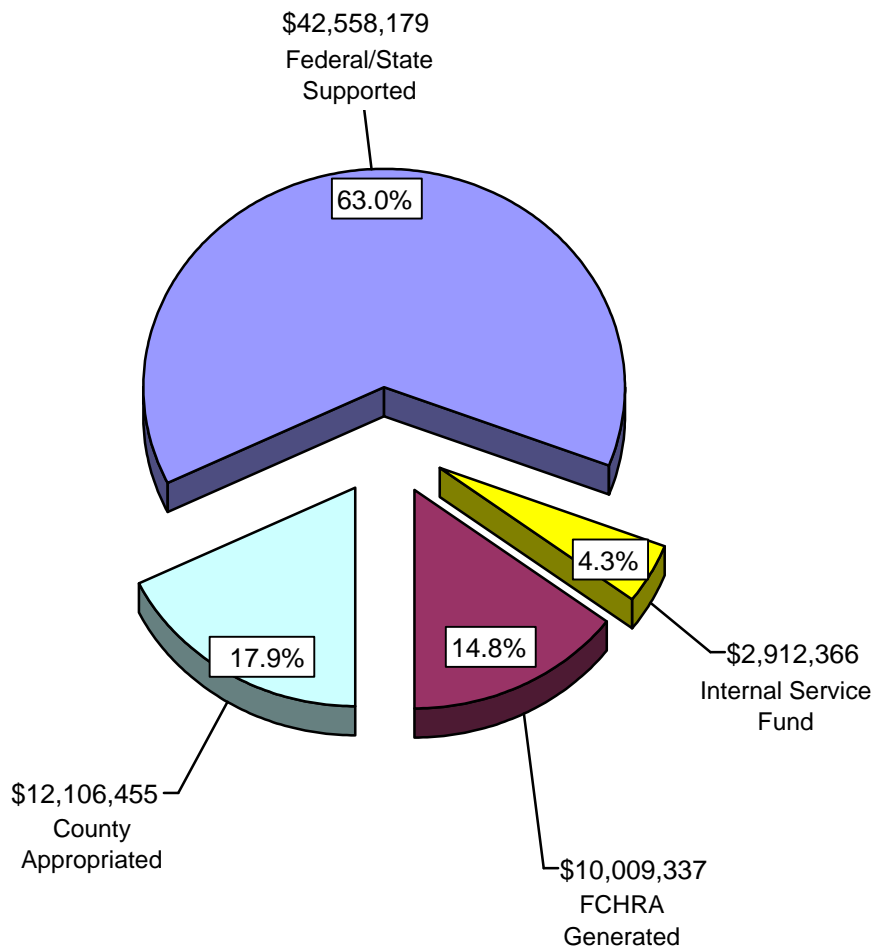
|   | FY 2001<br>Actual    | FY 2002<br>Adopted<br>Budget Plan | FY 2002<br>Revised<br>Budget Plan | FY 2003<br>Advertised<br>Budget Plan | FY 2003<br>Adopted<br>Budget Plan |
|---|----------------------|-----------------------------------|-----------------------------------|--------------------------------------|-----------------------------------|
| <b>Beginning Balance <sup>1</sup></b>   | <b>\$28,539,168</b>  | <b>\$10,266,624</b>               | <b>\$32,343,845</b>               | <b>\$11,080,603</b>                  | <b>\$11,310,394</b>               |
| Revenue:                                |                      |                                   |                                   |                                      |                                   |
| Federal/State                           | \$36,310,205         | \$34,764,881                      | \$62,026,180                      | \$39,509,026                         | \$39,509,026                      |
| General Fund Contributions <sup>2</sup> | 10,848,094           | 8,765,617                         | 9,246,128                         | 8,753,419                            | 8,158,248                         |
| Program Income                          | 8,345,119            | 10,437,265                        | 10,981,881                        | 11,264,750                           | 11,264,750                        |
| Sale of Bonds                           | 0                    | 0                                 | 324,670                           | 0                                    | 0                                 |
| Investment Income                       | 1,451,600            | 748,024                           | 748,024                           | 614,527                              | 614,527                           |
| IDB Financing Fees                      | 0                    | 43,200                            | 43,200                            | 0                                    | 0                                 |
| Monitoring/Service Fees                 | 897,527              | 1,295,427                         | 1,295,427                         | 947,868                              | 947,868                           |
| Bank Funds                              | 0                    | 120,000                           | 120,000                           | 120,000                              | 120,000                           |
| Utility Reimbursements                  | 168,273              | 150,297                           | 150,297                           | 157,364                              | 157,364                           |
| Repayment of Advances                   | 52,149               | 710,149                           | 710,149                           | 506,400                              | 506,400                           |
| Proffered Contributions                 | 301,850              | 900,000                           | 900,000                           | 772,443                              | 772,443                           |
| Miscellaneous/Other                     | 14,496,779           | 5,438,830                         | 17,851,413                        | 5,293,980                            | 5,293,980                         |
| <b>Total Revenue<sup>3</sup></b>        | <b>\$72,871,596</b>  | <b>\$63,373,690</b>               | <b>\$104,397,369</b>              | <b>\$67,939,777</b>                  | <b>\$67,344,606</b>               |
| <b>Total Available</b>                  | <b>\$101,410,764</b> | <b>\$73,640,314</b>               | <b>\$136,741,214</b>              | <b>\$79,020,380</b>                  | <b>\$78,655,000</b>               |
| Expenditures:                           |                      |                                   |                                   |                                      |                                   |
| Personnel Services                      | \$10,629,861         | \$11,518,488                      | \$11,518,488                      | \$12,074,951                         | \$11,794,910                      |
| Operating Expenses                      | 36,849,487           | 38,209,581                        | 48,456,918                        | 43,359,392                           | 43,359,392                        |
| Capital Equipment                       | 100,142              | 231,000                           | 257,845                           | 32,000                               | 10,000                            |
| Grant Projects                          | 7,901,486            | 8,451,000                         | 20,505,631                        | 8,313,000                            | 8,313,000                         |
| Capital Projects                        | 13,437,392           | 4,639,277                         | 44,691,938                        | 4,359,035                            | 4,109,035                         |
| <b>Total Expenditures<sup>3</sup></b>   | <b>\$68,918,368</b>  | <b>\$63,049,346</b>               | <b>\$125,430,820</b>              | <b>\$68,138,378</b>                  | <b>\$67,586,337</b>               |
| <b>Total Disbursements</b>              | <b>\$68,918,368</b>  | <b>\$63,049,346</b>               | <b>\$125,430,820</b>              | <b>\$68,138,378</b>                  | <b>\$67,586,337</b>               |
| <b>Ending Balance</b>                   | <b>\$32,492,396</b>  | <b>\$10,590,968</b>               | <b>\$11,310,394</b>               | <b>\$10,882,002</b>                  | <b>\$11,068,663</b>               |

<sup>1</sup> Subsequent to the *FY 2001 Carryover Review*, an adjustment in the amount of \$148,551 was made to Fund 969, Public Housing Program Projects Under Modernization, to align prior years' HUD authorizations with actual reimbursements.

<sup>2</sup> In FY 2003, the total includes the General Fund Transfers to Fund 141, Elderly Housing Programs, in the amount of \$1,237,474 and Fund 340, Housing Assistance Program, in the amount of \$1,600,000, for a total of \$2,837,474. The remaining \$5,320,774 reflects Agency 38 funding within the General Fund.

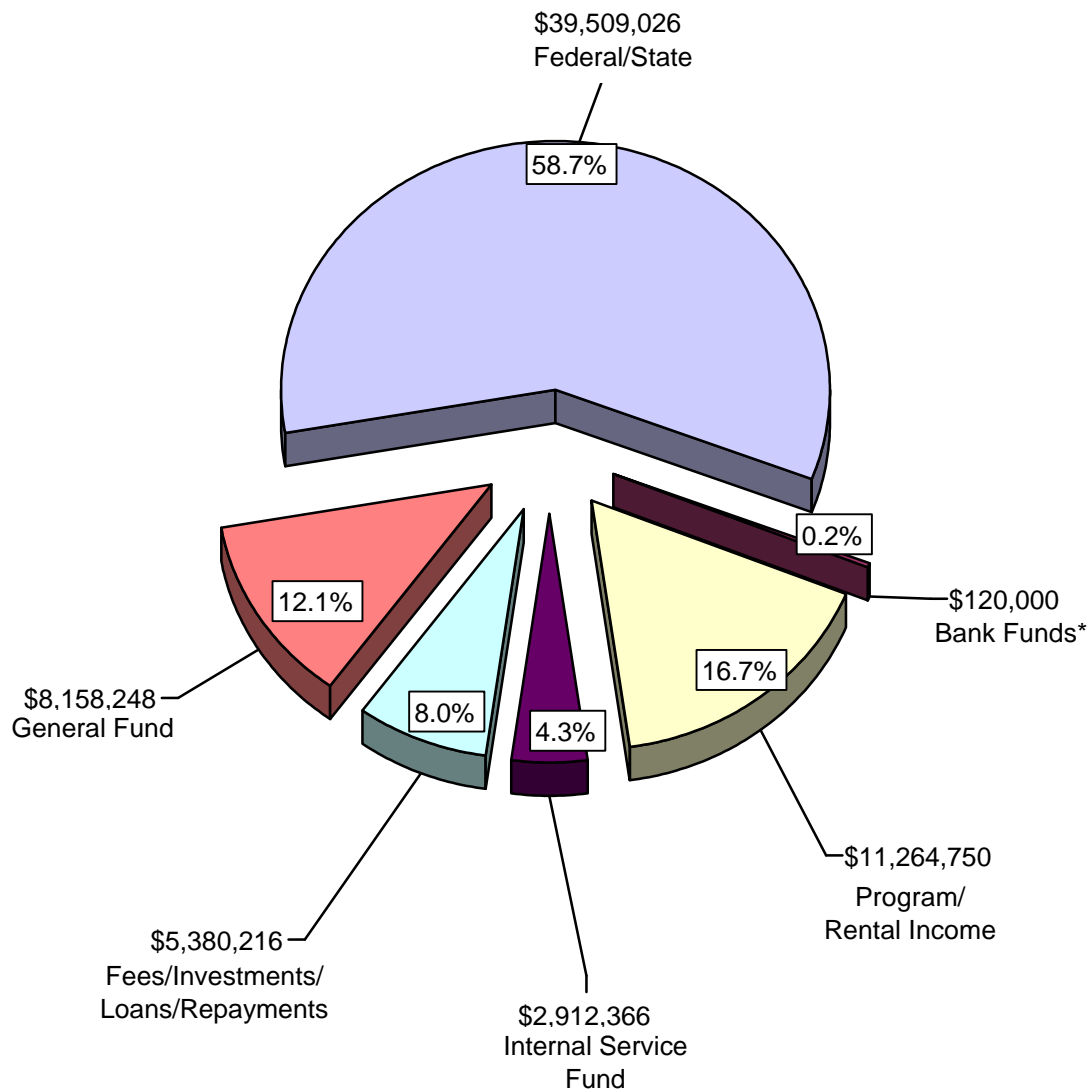
<sup>3</sup> Fund 949, Internal Service Fund, was included as a separate housing fund beginning in FY 1998. Revenues and expenditures for this fund are included in the Consolidated Fund Statement but do not increase the total funding available to the agency. As such, this funding is netted out of the Budget Summary section.

# HOUSING PROGRAMS FY 2003 EXPENDITURES



**TOTAL EXPENDITURES = \$67,586,337**

## HOUSING PROGRAMS FY 2003 SOURCE OF FUNDS



**TOTAL REVENUES = \$67,344,606**

\*Borrowed funds for loans to homeowners.

# HOUSING AND COMMUNITY DEVELOPMENT PROGRAM OVERVIEW

## BUDGET SUMMARY

| Program Area Summary by Fund                             |                     |                                   |                                   |                                      |                                   |
|--|---------------------|-----------------------------------|-----------------------------------|--------------------------------------|-----------------------------------|
| Category   | FY 2001<br>Actual   | FY 2002<br>Adopted<br>Budget Plan | FY 2002<br>Revised<br>Budget Plan | FY 2003<br>Advertised<br>Budget Plan | FY 2003<br>Adopted<br>Budget Plan |
| Authorized Positions/Staff Years                         |                     |                                   |                                   |                                      |                                   |
| Regular  | 224/223.5           | 227/226.5                         | 227/226.5                         | 227/226.5                            | 227/226.5                         |
| Grant  | 8/8                 | 8/8                               | 8/8                               | 8/8                                  | 8/8                               |
| Total Positions  | 232/231.5           | 235/234.5                         | 235/234.5                         | 235/234.5                            | 235/234.5                         |
| <b>County Appropriated Funds:</b>                        |                     |                                   |                                   |                                      |                                   |
| Operating:   |                     |                                   |                                   |                                      |                                   |
| 001 General Fund   | \$4,705,286         | \$5,662,290                       | \$5,905,467                       | \$5,600,815                          | \$5,320,774                       |
| 141 Elderly Housing<br>Programs                          | 2,896,026           | 3,105,310                         | 3,311,036                         | 3,152,706                            | 3,130,706                         |
| 143 Homeowners and<br>Business Loan Programs             | 765,345             | 1,161,733                         | 4,655,794                         | 1,088,132                            | 1,088,132                         |
| <b>Total Operating<br/>Expenditures</b>                  | <b>\$8,366,657</b>  | <b>\$9,929,333</b>                | <b>\$13,872,297</b>               | <b>\$9,841,653</b>                   | <b>\$9,539,612</b>                |
| Capital:   |                     |                                   |                                   |                                      |                                   |
| 144 Housing Trust Fund                                   | \$716,231           | \$1,200,000                       | \$11,246,576                      | \$966,843                            | \$966,843                         |
| 340 Housing Assistance<br>Program                        | 692,466             | 1,850,000                         | 14,185,815                        | 1,850,000                            | 1,600,000                         |
| 341 Housing General<br>Obligation Bond<br>Construction   | 14,040              | 0                                 | 410,881                           | 0                                    | 0                                 |
| <b>Total Capital Expenditures</b>                        | <b>\$1,422,737</b>  | <b>\$3,050,000</b>                | <b>\$25,843,272</b>               | <b>\$2,816,843</b>                   | <b>\$2,566,843</b>                |
| <b>Total County Appropriated<br/>Fund Expenditures</b>   | <b>\$9,789,394</b>  | <b>\$12,979,333</b>               | <b>\$39,715,569</b>               | <b>\$12,658,496</b>                  | <b>\$12,106,455</b>               |
| <b>Federal/State Support:<sup>1</sup></b>                |                     |                                   |                                   |                                      |                                   |
| 965 Housing Grants Fund                                  | \$490,987           | \$0                               | \$682,059                         | \$0                                  | \$0                               |
| 966 Section 8 Annual<br>Contribution                     | 24,256,491          | 24,054,818                        | 28,960,646                        | 28,952,019                           | 28,952,019                        |
| 967 Public Housing,<br>Projects Under<br>Management      | 5,198,156           | 5,130,101                         | 5,503,122                         | 5,293,160                            | 5,293,160                         |
| 968 Public Housing,<br>Projects Under<br>Development     | 0                   | 0                                 | 47,413                            | 0                                    | 0                                 |
| 969 Public Housing,<br>Projects Under<br>Modernization   | 2,011,756           | 0                                 | 4,048,302                         | 0                                    | 0                                 |
| 142 Community<br>Development<br>Block Grant <sup>1</sup> | 6,103,296           | 6,370,000                         | 14,395,803                        | 6,235,000                            | 6,235,000                         |
| 145 HOME Investment<br>Partnership Grant <sup>1</sup>    | 1,307,203           | 2,081,000                         | 5,427,769                         | 2,078,000                            | 2,078,000                         |
| <b>Total Federal/State Support</b>                       | <b>\$39,367,889</b> | <b>\$37,635,919</b>               | <b>\$59,065,114</b>               | <b>\$42,558,179</b>                  | <b>\$42,558,179</b>               |

# HOUSING AND COMMUNITY DEVELOPMENT PROGRAM OVERVIEW

| Program Area Summary by Fund                    |                     |                                   |                                   |                                      |                                   |
|---|---------------------|-----------------------------------|-----------------------------------|--------------------------------------|-----------------------------------|
| Category  | FY 2001<br>Actual   | FY 2002<br>Adopted<br>Budget Plan | FY 2002<br>Revised<br>Budget Plan | FY 2003<br>Advertised<br>Budget Plan | FY 2003<br>Adopted<br>Budget Plan |
| FCRHA Generated Funds:                          |                     |                                   |                                   |                                      |                                   |
| 940 FCRHA General Operating                     | \$2,404,349         | \$2,556,963                       | \$2,935,353                       | \$2,643,725                          | \$2,643,725                       |
| 941 Fairfax County Rental Program               | 4,660,503           | 2,883,883                         | 3,283,498                         | 3,137,652                            | 3,137,652                         |
| 945 Non-County Appropriated Rehabilitation Loan | 110,168             | 324,555                           | 354,368                           | 317,924                              | 317,924                           |
| 946 FCRHA Revolving Development                 | 579,792             | 0                                 | 1,162,605                         | 0                                    | 0                                 |
| 947 FCRHA Capital Contributions                 | 0                   | 0                                 | 52,399                            | 0                                    | 0                                 |
| 948 FCRHA Private Financing                     | 9,423,107           | 1,589,277                         | 13,537,947                        | 1,542,192                            | 1,542,192                         |
| 949 Internal Service Fund                       | 2,583,166           | 2,911,230                         | 2,911,230                         | 2,912,366                            | 2,912,366                         |
| 950 Housing Partnerships                        | 0                   | 2,168,186                         | 2,412,737                         | 2,367,844                            | 2,367,844                         |
| <b>Subtotal, FCRHA Funds</b>                    | <b>\$19,761,085</b> | <b>\$12,434,094</b>               | <b>\$26,650,137</b>               | <b>\$12,921,703</b>                  | <b>\$12,921,703</b>               |
| Less:   |                     |                                   |                                   |                                      |                                   |
| 949 Internal Service Fund                       | \$2,583,166         | \$2,911,230                       | \$2,911,230                       | \$2,912,366                          | \$2,912,366                       |
| <b>Total, FCRHA Funds</b>                       | <b>\$17,177,919</b> | <b>\$9,522,864</b>                | <b>\$23,738,907</b>               | <b>\$10,009,337</b>                  | <b>\$10,009,337</b>               |
| <b>Total, All Sources</b>                       | <b>\$68,918,368</b> | <b>\$63,049,346</b>               | <b>\$125,430,820</b>              | <b>\$68,138,378</b>                  | <b>\$67,586,337</b>               |
| Less:   |                     |                                   |                                   |                                      |                                   |
| 949 Internal Service Fund                       | \$2,583,166         | \$2,911,230                       | \$2,911,230                       | \$2,912,366                          | \$2,912,366                       |
| <b>Net Total, All Sources</b>                   | <b>\$66,335,202</b> | <b>\$60,138,116</b>               | <b>\$122,519,590</b>              | <b>\$65,226,012</b>                  | <b>\$64,673,971</b>               |

<sup>1</sup> Fund 142, Community Development Block Grant, and Fund 145, HOME Investment Partnership Grant, are Federally supported County Appropriated funds and have been reflected under the Federal/State Support Category. While the Board of Supervisors appropriates funding in these funds by project, the source of revenue is the Federal government. The FY 2003 projected Federal funding for Fund 142, Community Development Block Grant, is \$6,235,000 and for Fund 145, HOME Investment Partnership Grant, is \$2,078,000.

## Housing Fund Structure

In many cases DHCD service areas span multiple elements of the fund structure of the Department which follows. For example, staff in the General Fund and the FCRHA General Revenue and Operating support most of the activities of the Department.

### ♦ County General Fund

#### ▪ Fund 001, General Operating

This Fund includes support for positions in Agency 38, DHCD, and provides subsidies for the operation of some rental housing programs. Subsidies include support for expenses such as refuse collection, painting, maintenance positions, and homeowner/condominium fees charged for condominium units owned by the FCRHA.

# HOUSING AND COMMUNITY DEVELOPMENT PROGRAM OVERVIEW

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## ◆ FCRHA General Revenue and Operating

### ▪ Fund 940, FCRHA General Revenue and Operating

This fund includes all FCRHA revenues generated by financing fees earned from issuance of bonds, monitoring and service fees charged to developers, investment income, project reimbursements, consultant fees, and ground rents on land leased to developers. Revenues support operating expenses for the administration of the private activity bonds, the Home Improvement Loan Program staff.

## ◆ Local Rental Housing Program

### ▪ Fund 941, Fairfax County Rental Program (FCRP)

### ▪ Fund 950, FCRHA Partnerships

Fund 941 covers the operation of housing developments that are owned or managed by the FCRHA, other than Federally assisted public housing and certain County-supported rental housing. They include operating costs for the FCRP units, the Woodley-Hills Estate Mobile Home Park, and projects regulated by the Virginia Housing Development Authority, including group homes for the disabled and mentally handicapped. These latter units are owned and maintained by FCRHA; however, programs for the residents are administered by the Fairfax-Falls Church Community Services Board.

Fund 950 was established in FY 2002 to budget and account for revenue and expenditures related to some of the housing developments owned by partnerships between FCHRA and private investors. Financial records for these partnerships are maintained separately, outside the County financial systems, in order to meet accounting and reporting requirements. However, DHCD provides staff support to some of these developments and procures goods and services on behalf of these partnerships which are reflected in Fund 950. Previously, these items were included in Fund 941.

## ◆ Federal Section 8 Rental Assistance

### ▪ Fund 966, Section 8 Annual Contribution

The Section 8 program is a Federal housing rental assistance program for lower income families to assist them in leasing housing in the private marketplace. A portion of rent payments is provided by HUD and is calculated under various formulas, incorporating family income and the fair market rent for various types of housing in the Washington Metropolitan Area. The FCRHA administers the program, providing rental vouchers to eligible participants and rental subsidies to certain housing developments.

# HOUSING AND COMMUNITY DEVELOPMENT PROGRAM OVERVIEW

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## ◆ Public Housing Program

- Fund 967, Public Housing, Projects Under Management
- Fund 968, Public Housing, Projects Under Development
- Fund 969, Public Housing, Projects Under Modernization

These funds represent the Federal Public Housing Program that supports the operation, modernization, development or acquisition of rental housing to be owned and operated by local housing authorities such as the FCRHA. The Public Housing Program had been divided into three separate components: projects in operation, capital construction projects for new Public Housing, and modernization of existing Public Housing facilities. Under 1998 Federal housing legislation, funding for development and modernization have been combined into one capital grant fund. Therefore, once prior development grants are audited and closed out, Fund 968 will no longer be used. Under the program qualifications for Public Housing, units are leased to low-income tenants, and tenants pay no more than 30 percent of adjusted income toward dwelling rent or a minimum of \$50 per month.

## ◆ Special Revenue Funds

- Fund 141, Elderly Housing Programs
- Fund 142, Community Development Block Grant (CDBG)
- Fund 143, Homeowner and Business Loan Programs
- Fund 144, Housing Trust Fund
- Fund 145, HOME Investment Partnership Grant (HOME)
- Fund 945, Non-County Appropriated Rehabilitation Loan Program

These Funds include housing programs which have a special source of revenue, be it rental income, Federal/State support, bank funds, or proffered contributions. Elderly Housing Programs in Fund 141 provide for the operation of FCRHA owned affordable housing for the low- and moderate-income elderly of the County. The CDBG program in Fund 142 is a Federal grant that is used to conserve and upgrade neighborhoods through the provision of public facilities, support for community services and stimulation of development of low- and moderate-income housing. The Homeowner and Business Loan Programs in Fund 143 support homeowner assistance, such as the Moderate Income Direct Sales Program, which aids homeowners in the purchase of homes, as well as a Federal grant aimed at providing loans to small and minority businesses. Fund 144, Housing Trust Fund, utilizes proffered contributions from private developers, County contributions, and investment earnings to encourage the preservation, development, and redevelopment of affordable housing by the FCRHA, non-profit sponsors, and the private sector. The HOME program in Fund 145 is a Federal grant program that supports provision of affordable housing through acquisition, rehabilitation, new construction, and tenant-based rental assistance. Fund 945, Non-County Appropriated Rehabilitation Loan Fund, represents funds raised from private sources for the rehabilitation and upgrading of housing, and works in conjunction with County-appropriated funds in the CDBG and the Homeowner and Business Loan Program Funds.

# HOUSING AND COMMUNITY DEVELOPMENT PROGRAM OVERVIEW

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## ◆ Capital Projects

- Fund 340, Housing Assistance Program
- Fund 341, Housing General Obligation Bond Construction

These Funds provide County support for both affordable housing and community revitalization capital projects. Fund 340, Housing Assistance Program, had been used primarily for the acquisition or development of units to be managed and operated within the FCRP and for infrastructure costs associated with approved development projects. Beginning in FY 1997, funding was also included in Fund 340 from Section 108 loan proceeds to be used to preserve and improve four conservation areas. The funds also support the Blight Abatement and Revitalization programs. Fund 341, Housing General Obligation Bond Construction, is used to budget and report costs for housing and community development and capital projects that are supported wholly or in part by general obligation bond proceeds. These funds are nearly all expended.

## ◆ FCRHA Development Support

- Fund 946, FCRHA Revolving Development
- Fund 947, FCRHA Capital Contributions
- Fund 948, FCRHA Private Financing

Funds 946 and 947 provide development support for site investigation for proposed new projects and provide temporary advances for architectural and engineering plans, studies, or fees for which Federal, State, County, or private funds will reimburse the FCRHA at a later date. Funding to supplement Federal funds for the development of new Public Housing and for minor capital improvement projects for existing FCRP units is also provided. Fund 948, FCRHA Private Financing, is used to budget and report costs for two types of funds: those borrowed by the FCRHA from private lenders and other sources, and funds for FCRHA projects which are generated through the sale of FCRHA bonds.

## ◆ FCRHA Internal Service Fund

- Fund 949, FCRHA Internal Service Fund

Fund 949, FCRHA Internal Service Fund, was established in FY 1998 to charge for goods and services that are shared among several housing funds. These costs include items such as office supplies, telephones, postage, copying, insurance, and audits which have been budgeted and paid from one of the FCRHA's funds and then allocated to these other funds proportionate to their share of the costs. This fund also includes costs associated with the maintenance and operation of FCRHA housing development, such as service contracts for extermination, custodial work, elevator maintenance, grounds maintenance, etc. The fund allows one contract to be established for goods and services, as opposed to multiple contracts in various funds.

## ◆ FCRHA Grant Fund

- Fund 965, FCRHA Grant Fund

Fund 965, Housing Grant Fund, was established in FY 2000 to administer grants awarded to the FCRHA. The grants currently in this fund are awarded by the U.S. Department of Housing and Urban Development (HUD), based on competitive applications for funding, and provide for rent subsidies, counseling services, support services, operating expenses, and property improvements.